History of the United States Army Inspector General System

Room 2501, Humphreys Hall

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As of April 2007

References

- The Inspectors General of the U.S. Army: 1777 – 1903, David A. Clary and Joseph W.A. Whitehorne
- The Inspectors General of the U.S. Army: 1903 – 1939, Joseph W.A. Whitehorne
- IG Student Guide, Part 1, History of the U.S. Army Inspector General
- http://tigs-online.ignet.army.mil/tigu_online/History.htm

IG History

Enabling Learning Objectives

- **Describe the origins of the IG system**
- **Describe the reasons why von Steuben was the first effective IG**
- **Describe the von Steuben model and why IGs adhere to that model today**
- **Describe the meaning of the IG crest**

IG History

Russia: Early 19th Century

IG History

Back in the day…

Why Inspectors Genera

- **Armies were becoming larger and more complex**
- **Standardization and discipline were n**
- **Soldiers and armies were changing**

ELO

Origins of the IG System

IG History

- **French** – 1668
  - Worked for the King
  - Full authority to punish
  - Geographic focus
- **Prussian** – 1750
  - King's "eyes and ears"
  - Drill and discipline
  - Improve unit efficiency
- **British** - 1760
  - Functional areas
  - An additional duty
  - Enforce accountability
  - CSS functions

The American Inspector General

IG Student Guide, 1-4

IG History

First American "*Inspector*"

"An army marches on its stomach..."
Napoleon Bonaparte

- **April 1777 -- Commissary Inspector**

American Agents in France

IG History

- **Benjamin Franklin, Arthur Lee, John Adams, and Silas Deane**
- **Mission:**
  - ✓ **Recruit experienced military leadership**
  - ✓ **Get French into the war**
  - ✓ **Secure financing**

IG History

Early American IGs

Augustin Montin de la Balme

- **Recruited by Ben Franklin**
- **Cavalryman**
- **May 1777 - Lieutenant Colonel of Horse**
- **July 1777 - Inspector General of Cavalry**
- **Resigned in protest October 1777**

- **Killed in action 1780**

Early American IGs

IG History

- Phillipe Charles Jean Baptiste Tronson du Coudray
- **Recruited by Silas Deane**
- **Major General, Artillery Chi**
- **IG of Ordnance and Military Manufactories**
- **Pompous troublemaker**
- **16 September 1777 -- Historic ride**

Council of 14 Generals 29 October 1777

- Convened by Washington
- Proposed duties of Inspector General:
  - ✓ Serve as drillmaster general
  - ✓ Establish uniform tactics
  - ✓ Publish manual on drill
  - ✓ Organize and lead training
  - ✓ Ensure troop proficiency

IG History

Congressional Resolution 13 December 1777

- **Two Inspectors General authorized**
- **IG would report findings directly to Congress (Board of War [BoW])**
- **BoW regulated and made all tactical and strategic decisions for the Army**
- **Commander was responsible for tactical operations**

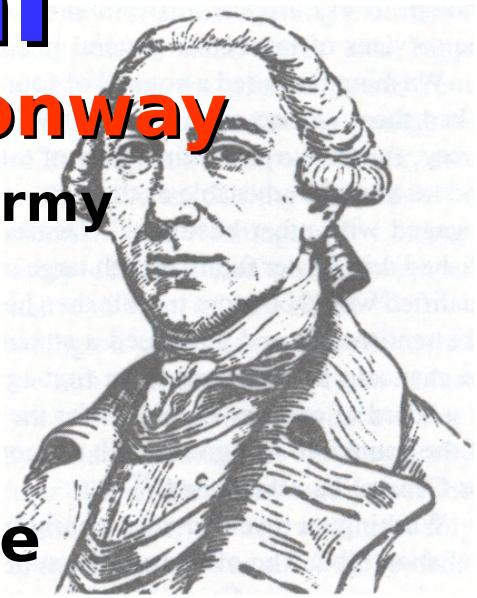
Congressional Resolution 13 December 1777

- **IG procedures and responsibilities:**
  - ✓ **Notify regimental commanders of their reviews**
  - ✓ **Have commanders prepare return lists in triplicate**
    - ➢ **(Equivalent of today's Unit Status Report)**
  - ✓ **Talk to and observe unit personnel and equipment**
  - ✓ **Produce regulations for maneuvering the troops**

- **First IG was Brigadier General Thomas Conway**

First United States Army Inspector General

IG History



- **Brigadier General Thomas Conway**
  - **Irish born, 20+ years in the French Army**
  - **Recruited by Silas Deane**
  - **Member of Council of 14 Generals**
  - **Self-serving, pompous braggart**
- **Promoted and sent to Valley Forge**
- **Washington dismissed him as he provided no manual for instructing Soldiers as directed by Congress**
- **Bottom Line: Army wasn't big enough for both Washington and Conway!**

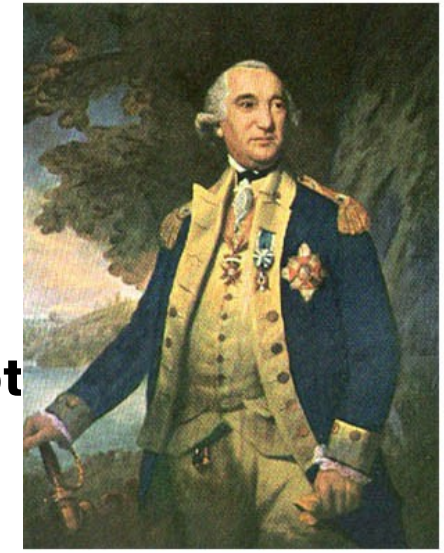
Washington's IG Concept

IG History

- **Appealed to Congress**
- **Detailed his IG concept**
- **Commander-in-Chief:**
  - ✓ **Accountable to civil authority (Congress)**
  - ✓ **Selects his own IG**
- **IG answers to the Commander -- not to Congress**

Baron Friedrich Wilhelm Augustus Heinrich von Steuben

IG History



- **Recruited by Ben Franklin**
  - **Served as a volunteer at the age of 14**
  - **Entered Prussian Army in 1747**
  - **Served on Frederick the Great's staff**
  - **Retired after 28 years of service as a Capt**
  - **Bankrupt and jobless – a failure in civilian life**

- **Franklin "embellished" records (Captain to Lieutenant General)**
- **Credentials given to Congress in December 1777**
- **Ordered to Valley Forge and arrived in February 1778**

Situation at Valley Forge

IG History

“The situation of the camp is such that in all human probability the Army must soon dissolve.”

“There is no meat, the horses are dying, and the bare country surrounding is a poor location for a camp.”

Situation at Valley Forge

IG History

"Nothing was so difficult and often impossible as to get a correct list of the states or *return* of any company, regiment or corps."

"In our European armies a man who has been drilled for three months is called a recruit; here, in two months, I must have a Soldier!"

-- *Baron von Steuben*

Drillmaster General von Steuben

IG History

- **In March 1778, he trained one squad of Washington's guard**

- **Sub-inspectors trained squads while von Steuben supervised the trainers**
- **Daily company drill and weekly inspections**

Inspector General von Steuben

IG History

- **Appointed IG in March 1778 by Washington**
- **Confirmed by Congressional appointment in May 1778 and:**
  - **Promoted von Steuben to Major General**
  - **Established IG positions to brigade level**
  - **Authorized commander to appoint IGs**
  - **Authorized additional pay for IGs!**

Major General von Steuben: The first effective U.S. Army IG

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IG History

- **Standard regulations and tactics**
  - **Codified in the "Blue Book"**

- ***Acted under Commander's intent***
- ***Respected by subordinate commanders***
- ***Won Commander's support and confidence***

AR 20-1
paras **1-6 and 1-7**

IG Student Guide, 1-5

Pop Quiz

Who is the only Army IG to appear on U.S. currency?

As of April 2007

Alexander Hamilton
July 1798 ~ June 1800

IG Histo

- **The Inspector General (TIG) was the last public office he held**
- **Killed in a duel with Aaron Burr in 1804**

1790 ~ 1813

- 1790s: TIG was second in command
- After 1800
  - IG duties assigned to Adjutant General
  - Position of IG was eliminated in 1812
- 1813: Army staff reorganized
  - Inspector General's Department established
  - TIG, eight inspectors general, and many assistant inspectors general
  - No centrally developed doctrine that clearly defined the role of the IG

Pop Quiz

Which TIG has a mountain named after him?

As of April 2007

Zebulon Pike
March ~ April 1813

IG
H

- **As a lieutenant, led the expedition that discovered what we now call Pike's Peak**
- **Killed at Sackett's Harbor, NY, during the War of 1812**

IG History

Civil War IG

- **Class of 1861**
- **IGs and Assistant IGs**
- **Lack of standard use and direction**
- **Best use of field IG – Montgomery Meigs, Quartermaster General of the United States Army**
- **Bottom line: mixed bag**

Post Civil War ~ 1876

- **War Department defined IG duties**
- **1876: Secretary of War directed:**
  - **The Inspector General of the Army to report to the General of the Army on all subjects pertaining to military control and discipline**
  - **Field IGs to report directly to the unit Commanding General**
- **Bottom line: An IG was no longer a "spy" from a higher headquarters**
- **This relationship continues today**

Pop Quiz

Which TIGs served the shortest and the longest time?

As of April 2007

Randolph Marcy August 1861 ~ January 1881

And.....

IG His

- **TIG for almost 20 years**
- **Father-in-law was Major General George B. McClellan**
- **Author of a guide book for westward-moving emigrants still in print: The Prairie Traveler**

John E. Wool
June 1821 - June 1841

IG History

- **Appointed as inspector of infantry posts and units in 1821**
- **Served concurrently with BG Archer and BG Croghan**
- **Served with distinction although he clashed with President Andrew Jackson**
- **Saw active service in the War of 1812, Mexican War, and Civil War**
- **Over 50 years in uniform**

Peter D. Vroom
11 ~ 13 April 1903

IG History

- **TIG for only *three days* (promoted to BG and TIG, then retired the following day)**

- **Joined the IG staff as a major in 1888**

IG History

1898 ~ 1914

- **Inspected regiments deploying to the Philippine Insurrection – poor results**
- **Established a systematic inspectorate in the Philippine Islands**
- **Elihu Root (Sec of War) Reforms – Field IG ideas sought and acted upon; focus was on training**
- **Field inspections of units (vice garrison)**

IG History

1914 ~ 1920 World War I

- **General Pershing relied heavily on his IG, MG Brewster, to address issues and concerns**
  - **IGs in France highly centralized**
  - **Effectiveness based on a close relationship with the AEF commander**
- **79th Div IG was instrumental in addressing health and welfare issues affecting Soldiers**
  - **Systemic inspection of support agencies**
- **IGs address morale, welfare, and discipline issues in Russia**
  - **Friction with allies, including Law of War violations**

Pop Quiz

Which post is named for a TIG?

As of April 2007

Hugh Drum
January 1930 ~ November 1931

Former Commander of the First Army and the Eastern Defense Command during World War II.

Not so fast...

IG History

1940 ~ 1945 World War II

- **1940 ~ Commanding Generals down to division level allocated an IG under their direct control**
- **During WWII IG mission grew in importance and scope (mobilization, inspections, investigations)**
  - **Dachau investigation**
- **By 1945 about 3,000 IGs around the world**
- **Postwar ~ Assistance function emerges:**
  - **In one year the Army demobilized from nine million to a few hundred thousand!**
  - **Soldiers complained they weren't being discharged quickly enough.**

1950

Army Reorganization Act

- Inspector General's Department renamed Office of the Inspector General (**OTIG**)
- TIG was now:
  - ✓ **Responsible** to Chief of Staff, Army
  - ✓ **Responsive** to Secretary of the Army
  - ✓ Inquire into and report upon the discipline,

    efficiency, and economy of the Army
  - ✓ Focus on training and combat readiness

The Early 1950s

- **1952: IG training begins**
  - **Previously, the IG's Department distributed instructional material to each IG in the form of inspection and investigation guides, handbooks, and procedural material**

- **1953: Legal case resulted in the classification of IG data as having restricted access and use**

The Late 1950s

- **1956: SecArmy placed technical proficiency inspections of Army atomic organizations under IG jurisdiction**

- **1957: IG qualifications formally codified:**
  - **Highest caliber of Army officers with special qualifications:**
    - ✓ **Mature with broad military experience**
    - ✓ **Had not previously completed a normal three-year tour as an IG and had the moral and personal traits necessary for a position of dignity and prestige**

The 1960s

- **1960: First standardized Inspector General Action Process (IGAP) published in**

  IG Technical Bulletin #4
- **1961: IG course of instruction presented to groups composed entirely of foreign officers (Republic of Korea Army officers in Seoul, Korea, and Nationalist Chinese Army Officers in Taipei, Formosa)**
- **1969: Vietnam and the My Lai inquiry**

Race Relations –
A Checkered History

IG History

- Cherokee removal and th
  "Trail of Tears"
- 1906 - 25th Infantry Regi
  Brownsville, Texas
- 1918 - Special Investigation of black officers in the 370th and 372nd Infantry Regiments
- BG Benjamin O. Davis assigned as Deputy, The Inspector General with a special assignment to monitor race relations in the ETO

Pop Quiz

Who was the first African- American TIG?

As of April 2007

Henry Doctor, Jr.
July 1986 ~ July 1989

IG

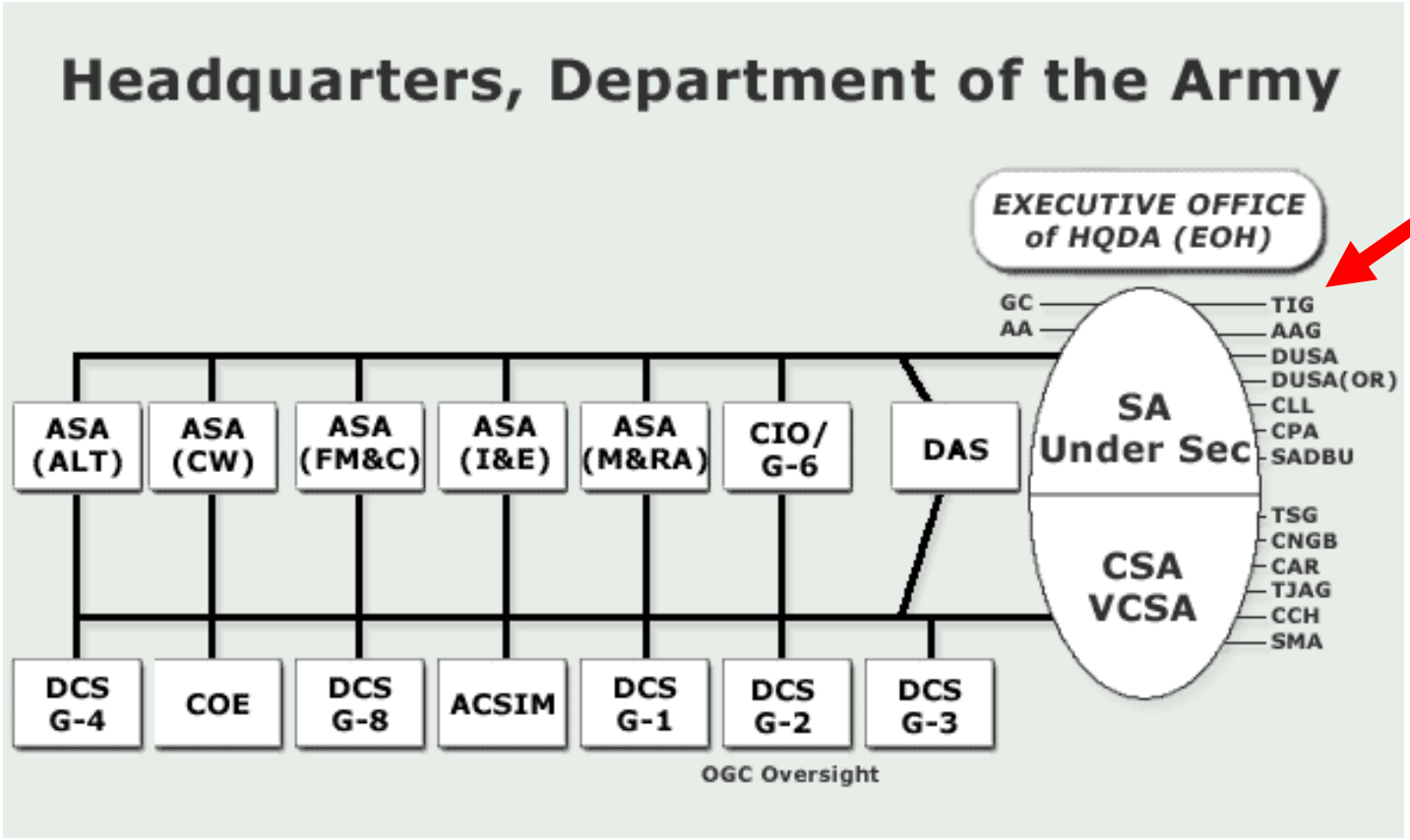
- **Former Commanding General, 2nd Infantry Division, Eighth United States Army, Korea**

Late 1970s ~ Today

IG History

- **Focus shifted from compliance to systemic inspection methodology**
- **IG system became automated**
- **1986: Goldwater-Nichols Reorganization Act reversed the IG section of the 1950 Army Reorganization Act and changed IG reporting chain**
- **TIG became:**
  - **Responsible to the Secretary of the Army**
  - **Responsive to the Chief of Staff, Army**
- **1999: The first IG SGM is appointed as TIG's senior enlisted advisor**

Headquarters, Department of the Army



Today's IG System

IG History

- **Inspections**
- **Assistance**
- **Investigations**
- **Teaching and Training**

The von Steuben Model

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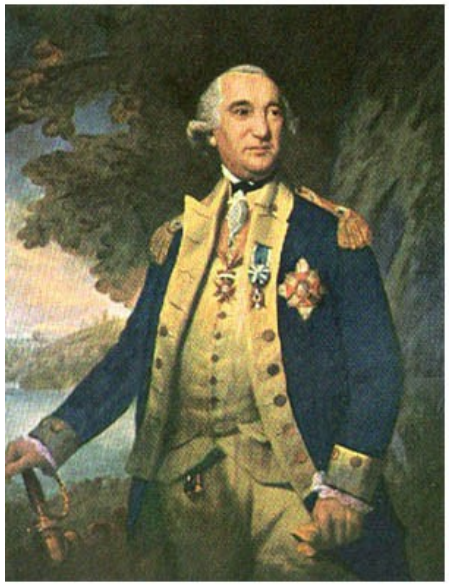
IG History

From the beginning, Inspectors General have been responsible for assisting commanders with improving readiness and warfighting capability!



Teach and Train

IG Student Guide, 1-6

U.S. Army Inspector

Historical Constants

IG History

- **Inspectors General:**
  - **Assist commanders in checking and instilling discipline, ethics, and standards**
  - **Provide quick response for the commander's special interests**
  - **Represent readily available assets for the commander for critical but unanticipated missions**
  - **Often a substitute for a lack of experience**

IG Crest

ELO

IG History

Military power and justice

Civil authority

Sword

Fasces

Right

Forward

and

Wreath

Academic and intellectual achievement

IG Student Guide, 1-22

"First be correct – then take action"

U.S. Army Inspector

IG History

Review

- **What are the origins of the IG system?**
- **Why was von Steuben the first effective IG?**
- **What is the von Steuben model?**
- **What is the symbolism in the IG Crest?**

History of the United States Army Inspector General System

LTC Bob Nelson

Room 2501, Humphrey's Hall

(703) 805-3904

As of April 2007

The "von Steuben – Stubing" Controversy

IG History

- **MG Baron von Steuben**
  - **pronounced "Shtoi ben"**
  - **First effective Inspector General**

- **Captain Stubing**
  - **Pronounced "Stu bing"**
  - **Captain of the "Love Boat"**

Don't confuse them*!*

History of the United States Army Inspector General System

Back up slides

As of April 2007

Codes of Military and Martial Law - 1629

IG History

"The Inspector General must have a horse allowed him and some Soldiers to attend him and all the rest commanded to obey and assist, or else the service will suffer; for he is but one man and must correct many, and therefore he cannot be beloved. And he must ride from one garrison to another to see the Soldiers do not outrage or scathe the country…" (Codes of Military and Martial Law, 1629)

Lord Robert Baden-Powell, *founder of the World Scout Movement,* began his career as a Lieutenant in the British 13th Hussars in India. In his army career, he Lieutenant General and Inspector General o later serve as the Regiment's Colonel.

Early Inspectors General France

IG History

The term "Martinet", commonly used to describe someone overly diligent in enforcing discipline, comes from a French Inspector General of Infantry, LTC Jean Martinet, who served during the reign of Louis XIV in the 1670s.

Among other duties, it was the inspector's task to discover *passe volants,* or individuals who filled the ranks on the day of inspection in order to fool inspectors. Punishment for *passe volants* included branding; flogging; and, eventually, execution. Captains hiring them were cashiered and imprisoned.

Louis XIV, King of France

Russell F. Weigley, The Age of Battles, (Bloomington and Indianapolis, IN: Indiana University Press, 1991), 48-49.

Frederick the Great

From

Instructions for his Generals

IG History

"Inasmuch as one individual cannot supervise all of these details of regimental service I have appointed an inspector to look after each unit. These officers are responsible for the execution of instructions issued to the troops. They also are the instrument whereby equality of discipline is attained, so that one man is treated as another without undue mildness or severity. The inspectors report to me regarding the conduct of the officers, bring those to my attention who, through bad behavior, negligence, and stupidity are courting dismissal, and recommend those who have earned distinction through their industry or talent. They inspect the regiments frequently, have them drill, improve their shortcomings, and hold reviews if governmental duties prevent my traveling in the province myself. And finally, they preside over muster days and see to it that the cantons will not be deceived by the captains, which in former days happened only too often."

Jay Luvaas, Frederick the Great on the Art of War, (New York: Free Press, 1966), 79.

Von Steuben's Efficiency Reports – 1756 & 1759

IG History

***"Leutnant* Friedrich Wilhelm von Steuben**
Age: 26 years, 6 months
Service: 10 years, 6 months
Birthplace: Magdeburg
Has taken part in no action or siege
No good as a manager, but very clever"
Major General von Lestwitz
Infantry Regiment 31, 1756

"His adjutant was *Leutnant* von Steuben of the Lestwitz Regiment, an able and pleasant officer." January 1759, after the death of von Mayr, *Freikorps* Commander.

John McAuley Palmer, General von Steuben, (New Haven, CT: Yale University Press, 1937), 34 and 36

Prussian Army

IG History

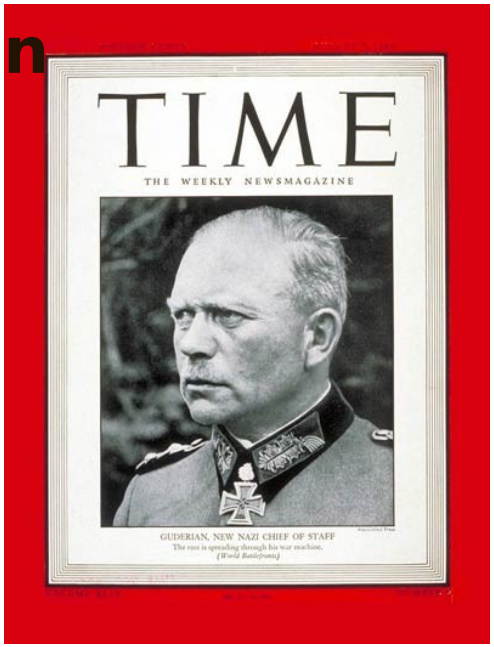
Officer of Infantry Regiment 31,
von Lestwitz

Member of a Prussian *Freikorps*

Initially, Friedrich Wilhelm von Steuben served as a junior officer in Infantry Regiment *von Lestwitz*. Later, as a junior staff officer, he served in a *Freikorps* (although not in the *Freikorps* unit depicted above).

Colonel-General Heinz Guderian
Inspector General of Panzer Troops

IG History



The Inspector General of Armored Troops is responsible to me for the future development of armored troops along lines that will make that arm of service into a decisive weapon for sinning the war.
… is directly subordinated to myself. He has the command power of an army commander and is the senior officer of armored troops.
… is responsible, in conjunction with the Chief of the Army General Staff, for organization and training of Armored troops and of large mobile formations …
… is also in command of the training troops of his arm.
… will ensure that the new units of, and replacements for, armored and mobile troops are made ready punctually as ordered and according to plan.
… will evaluate reports of combat experience in relationship to the command, armament, training, and organization of armored troops.
… is permanently in command of all reserve and training units of mobile troops … all schools for mobile troops … both of the field and training army, together with all instructional troops attached to such schools
… is empowered to give instructions on matters with which he is concerned to all branches of the staffs of the Army.

All branches are ordered to supply the Inspector General of Armored Troops with any assistance that he may require.

Heinz Guderian, <u>Panzer Leader,</u> (New York, NY, De Capo Press, 2002), p 289-291.